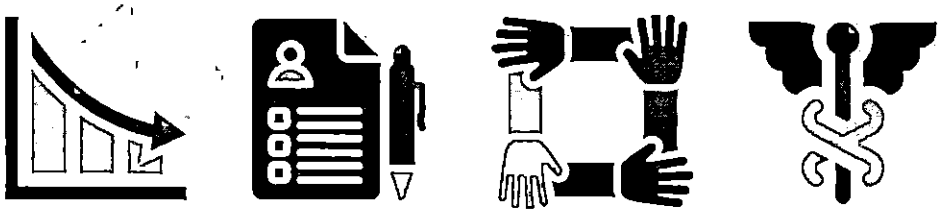
Attachment K

PERFORMANCE PLAN

COLORADO DEPARTMENT OF CORRECTIONS



2019 2020

Mission Statement

"To protect the citizens of Colorado by holding offenders accountable and engaging them in opportunities to make positive behavioral changes and become law-abiding, productive citizens."

Vision Statement

"Building a safer Colorado for today and tomorrow."

Value Statements

1. Our staff is our greatest resource.
2. We support a professional, empowered workforce that embodies honesty, integrity, and ethical behavior.
3. We honor and respect the rights of victims.
4. We respect the individual differences of our staff and offender populations and seek to safeguard the safety, dignity, and well-being of all.
5. We strive to deliver correctional services with optimal efficiency.
6. We engage in effective correctional practices that produce measurable outcomes.
7. We are committed to exceptional customer service.
8. We are dedicated to providing opportunities for offender success.
9. Our success is achieved through mission-focused collaboration.

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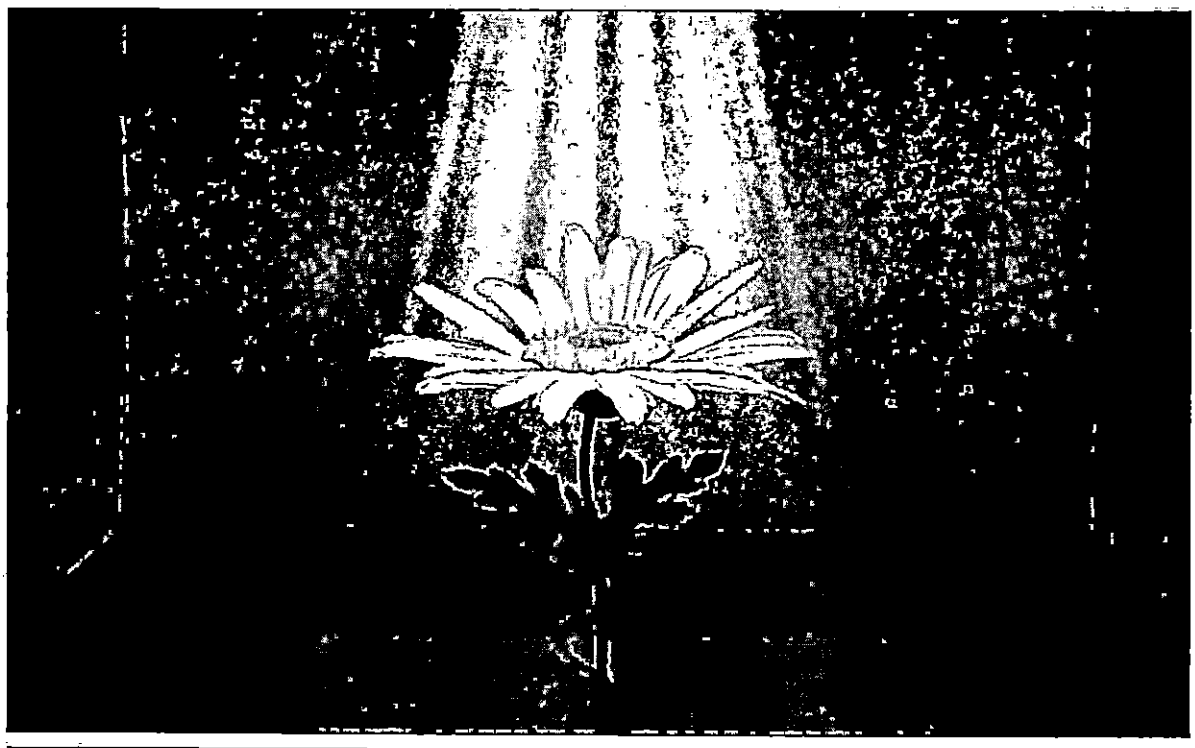
DOC staff take part in the annual pentathlon hosted by Arkansas Valley Correctional Facility.



Arkansas Valley Correctional Facility offender art.

Message from the DOC Executive Director

Dean Williams

I was deeply honored to take over as your Executive Director in January 2019. I was somewhat aware of the good work Colorado DOC was doing before I took the job, but of course the last few months have confirmed that in more detail. The professionalism and strength of the Department staff remains our most valuable resource. Colorado is positioned to be the leader in Corrections. The prior work has set the stage for what the future holds.

Since my arrival, I have taken purposeful efforts to reach out to legislators, advocacy groups, faith-based organizations, private businesses, community corrections leaders, re-entry centers, local leaders, many other concerned citizens, and, yes, even the media. I strongly believe that in our future work we must bring many players to the table to support ongoing changes. You will see that several of our goals remain the same, but some of the strategies will involve many more community partners. This is a good thing.

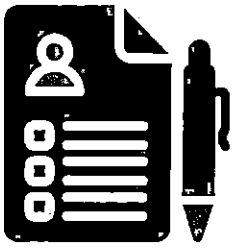
In our goals and efforts this coming year, you will also see that I want to focus on normalized (less traumatic) living environments behind the walls, to the degree that we can. This is not done to simply make prisons "softer" but rather to focus on increased responsibility and accountability for our offender populations. Research and experience have shown that strong engagement with the prison population can also improve safety, not only for inmates, but staff as well. And nothing should command our attention more than the safety of our staff.

For fiscal year (FY) 2019-2020, the Department has selected three DOC wildly important goals (WIGs), along with one other goal that supports the governor's initiative on reducing the cost of healthcare in Colorado. These goals strive to give offenders every opportunity to succeed, while maintaining the safety and security of the community, staff, and the offenders. Following is a brief description of each goal and a strategy that will be used to accomplish that goal. The DOC's WIGs will be explained in-depth later in this performance plan.

Decreasing Recidivism

Methods used to decrease the recidivism rate continue to be a focal point for the Department. A new concept being introduced this year is the "normalization" of prison. The idea of normalizing prison is to create an atmosphere in prison that closely re-

sembles life on the outside of prison. It is expected that using this practice will help offenders get ready for life after prison, making it easier for them to succeed in the community.



Increasing Percentage of Employed Parolees

Parolee employment is one of the first and most important steps to parolee success. Having a stable income will help parolees with other areas of their lives like housing, medical, and transportation. One program the Department will work with aids parolees with many of their transitional needs. The Work and Gain Employment and Education Skills Program (WAGEES) is a grant program specifically tied to the Department to improve parolee success.

Improve Culture within the DOC and Decrease Labor Shortage

During this year's legislative session, legislation was passed to increase correctional officer wages. This was a huge win for the DOC, making correctional officer earnings more competitive with other law enforcement fields. However, I realize there is more work to be done. If we want to improve the culture within the DOC, we need to hear from the staff. A survey will be sent to all staff requesting ideas and suggestions on ways to improve the culture in the workplace.

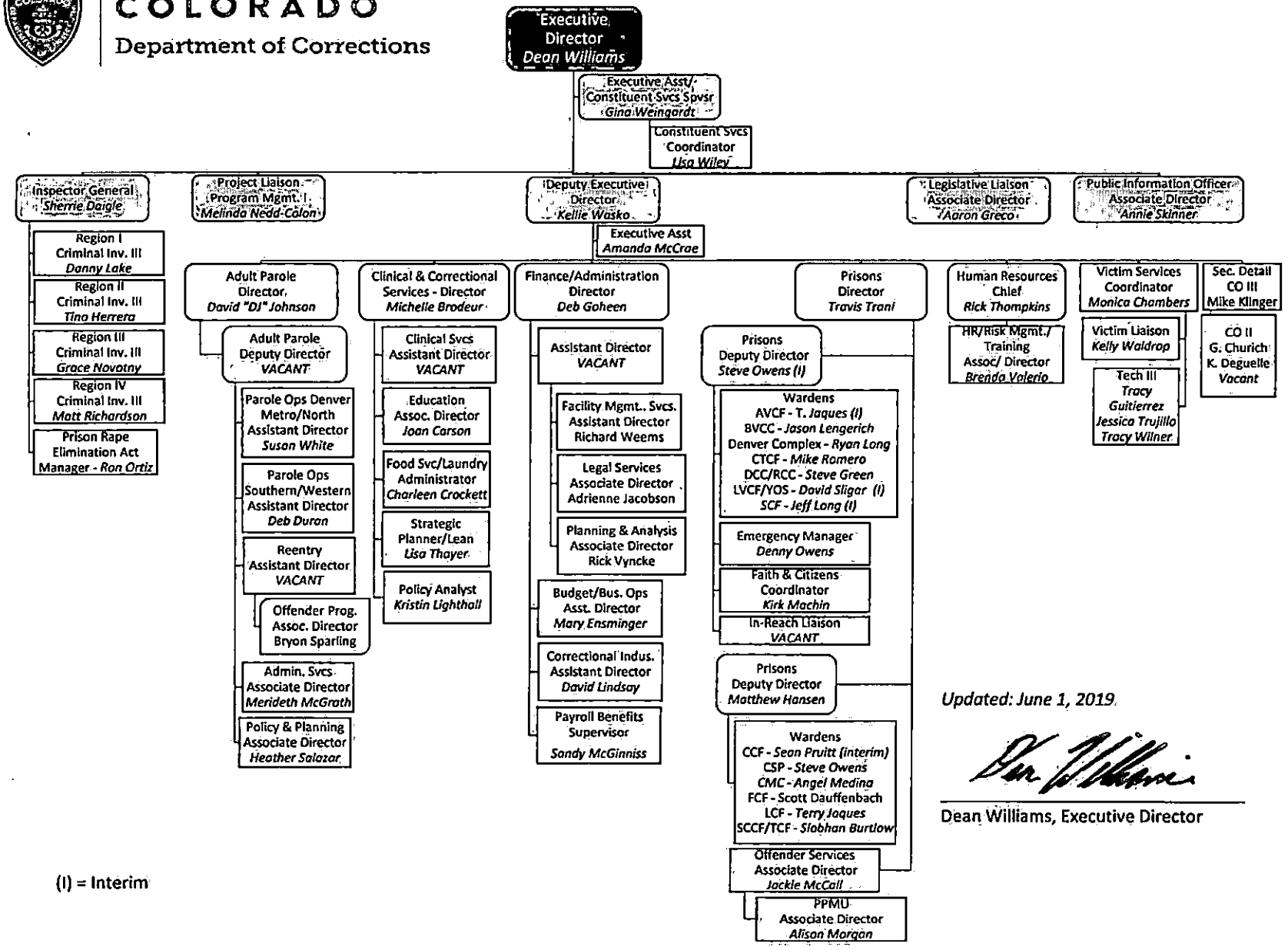
Governor Initiative on Reducing Cost of Healthcare

One of the biggest issues citizens face today is the high cost of healthcare. Governor Polis has called for certain state departments, along with other think tanks, to figure out how to decrease this cost. The DOC will seek to do its part through certain healthcare advancements in the prisons. One will involve the use of a pre-payment waiver for pharmaceuticals. Through pre-payment, costs of prescription drugs are significantly decreased. The DOC is also expecting to lower the cost of incarcerated specialty care by increasing chronic illness education. By challenging offenders to take control of their health through education, it is hoped that departmental healthcare costs will decrease.

Again, I believe we are positioned to go after some major initiatives because of the stability of the Department. Some of our efforts may test our traditional thinking about corrections. I would encourage you to welcome that testing. In my travels throughout the Department, I have come to recognize the high quality of many in the Department who have been waiting for the chance to make positive impacts. I want to advance your efforts as we venture along on this journey, and I look forward to the progress ahead.

Dean Williams, Executive Director
Colorado Department of Corrections

COLORADO
Department of Corrections



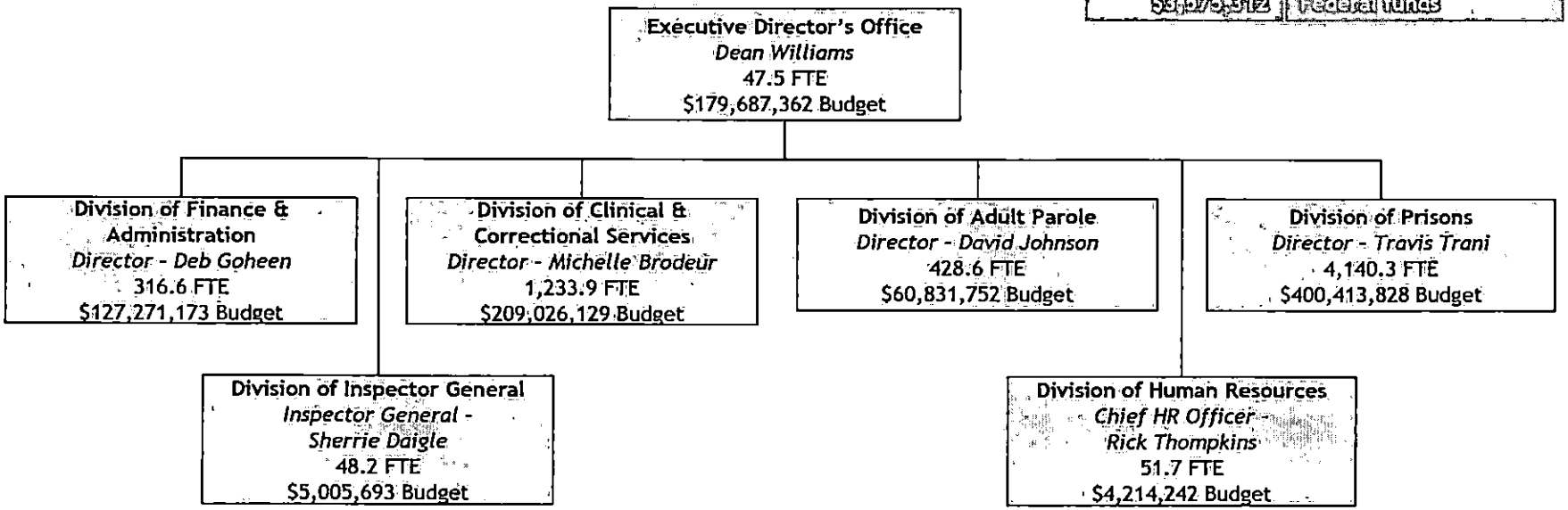
(I) = Interim

Updated: June 1, 2019

Dean Williams, Executive Director

Colorado Department of Corrections

Total Department FTE & budget breakdown *(based on FY 2019-20 appropriations)*	
6,266.8	Total FTEs
$986,450,179	Total funds
$883,497,760	General funds
$47,619,442	Cash funds
$51,757,665	Re-appropriated funds
$3,575,312	Federal funds



Note: The Executive Director's Office includes 19.5 Parole Board FTE

Basic Training Class 500 students graduate from DOC Training Academy.

DEPARTMENT OF CORRECTIONS
Major Program Areas

Major Program Area (MPA) Descriptions

The Colorado Department of Corrections is responsible for the management of the state's adult prison system, intensive supervision program-inmate (ISP-I), and parole. Prison Operations is accountable for offenders sentenced to prison. Located throughout Colorado are 19 facilities and the Youthful Offender System that are owned and operated by the state of Colorado and three private facilities contracted with by the DOC to house offenders. Adult Parole is responsible for offenders who transition from a facility to parole, community residential programs, and interstate compact offenders. Parole also provides transitional services through community re-entry and pre-release programs. The DOC employs approximately 6,200 employees in many different fields of expertise, all working together towards DOC's mission.

The following describes the key program areas that operate within the DOC. These programs function to provide offenders with the assistance they require to successfully re-enter into the community. They also exist to provide employees with the resources necessary to manage offenders and address their criminogenic needs. Major program areas are interconnected to ensure the safety and security of offenders, employees, and the public.

Housing and Security

The housing and security program covers all critical aspects of prison operations. The program is responsible for the day to day management and living conditions for the offender population as well as for the safety and security of the public, employees, and offenders. Housing and security maintains a safe, humane, and appropriately secure living environment. Accountability is sustained in all critical areas through documentation and auditing of systems performance; response to emergencies; control of harmful materials; and the regulation of access and egress to facility property. Offender management systems, such as classification, discipline, case planning, and earned time awards to guide offenders into appropriate behavior patterns, are utilized by employees. Management through professional and positive communication is emphasized. Direct employee-offender interaction includes, but is not limited to: counseling for personal issues, family issues, work assignments, educational needs, and behavioral expectations; explanation of rules; problem-solving; and grievance resolution. Common duties for housing and security employees include: meal service, offender recreation, cell and area searches, security inspections, facility communications, incident management systems and practices, training programs, administrative services, offender accountability, key control, tool control, contraband control, evidence management, offender movement, non-routine offender transport, and clerical duties. Many of these activities must be done every day of the week at any hour of the day or night. Customers for this program are offenders. Stakeholders are employees, victims, and the public.

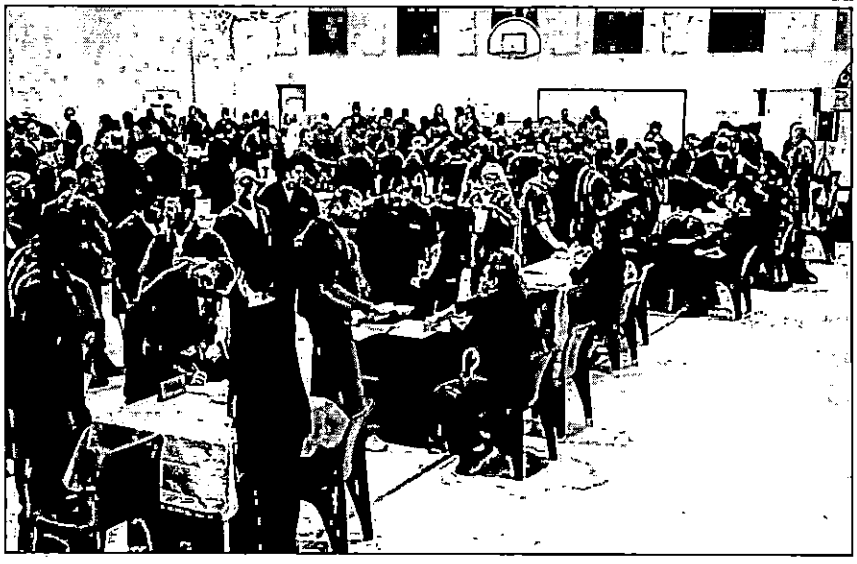
"Go Home Day" allows offenders to demonstrate a dog's new skills and how to maintain those skills when they return home with their owners.

Offender Programs

Offender programs include the education and volunteer programs. Education programs consist of academic, career and technical edu-

cation, and cognitive education, as well as the use of the library. The academic program is a comprehensive competency-based education for persons in custody of the Department. It addresses the rates of illiteracy among incarcerated offenders. The objective is to reduce recidivism and increase educational proficiency to allow for successful reintegration into society. The career and technical education (CTE) program offers a wide variety of skill-based instruction. The objective of this program is to provide the offenders with training in marketable skills that are relevant and in demand in the workforce. The cognitive education programs (Social Behavioral Science-SBS) offer a resource for offenders to engage in identifying "criminal thinking and behavioral patterns" by dealing with "societal and personal awareness". Education programs can differ based on the correctional facility, needs of the offender, size of the facility, and custody level. All facilities have libraries. Customers for this program are offenders. Stakeholders are offenders, teachers, and potential employers.

ABOVE: Offenders participating in a group meeting.
BELOW: Offenders attending employment fair at Trinidad Correctional Facility.



The volunteer program is used in all DOC facilities (to include private facilities) to support the Department's mission and goals. Volunteer programs are secular and faith-based organizations and include but are not limited to DOC employees, professionals, clergy, and lay persons. The programs provide religious support, substance abuse, and life skill's education to offenders. The Office of Faith and Citizen Programs provides the primary support for volunteer programs and facility guidance in support of offender religious practices to meet federal and state laws and regulations. Customers for this program are offenders. Stakeholders are volunteers and offender families.

Youthful Offender System

The Youthful Offender System (YOS) was created in 1993 as a result of legislation enacted in a special session of the Colorado legislature. In creating YOS, Colorado was a leader in addressing the problem of sentencing violent juvenile male and female offenders. The YOS facility was designed as a comprehensive model that delivers programs and services to prepare offenders for re-entry back into the community while protecting the public. YOS offers a "middle-tier" sentencing option that lies between the juvenile and adult prison systems for male and female offenders who are 14 to 19 years of age at the time of their offense and sentenced prior to their 21st birthday. With the passage of Senate Bill 15-182, the DOC may transfer certain offenders age

24 or younger who would not normally be eligible for a YOS sentence into and out of YOS. The purpose of this bill is to allow youthful offenders not sentenced to YOS the opportunity to participate in the vast education, work, and cognitive programs available at YOS. YOS differs from the juvenile correctional system in at least one very notable way: although YOS offenders are chronologically juveniles, they are considered to be adults in the criminal justice system. Offenders sentenced to YOS are afforded a unique opportunity. The education, work, and cognitive programs they participate in provide them with the tools to make positive behavioral changes. YOS employees are trained and committed to the principles of adolescent development. Through modeling, mentoring, and other planned interventions, YOS employees provide opportunities for offenders to acquire the necessary skills and pro-social abilities that will enable them to grow and develop into successful, law abiding, and productive citizens. Customers for this program are offenders. Stakeholders are the legislature, sentencing courts, employees, and offender families.

Offenders working on the Family Resource Center project in Sterling, which created an area for outdoor activities behind the Center.

Medical and Dental Programs

The medical program provides a complete range of medical services provided to offenders within the DOC. Within facilities, primary medical and dental care is administered by state and contract employees, including physicians, dentists, physician assistants/nurse practitioners, nurses, and other medical employees. Infirmaries are located at the Denver Reception and Diagnostic Center (DRDC) and at the Colorado Territorial Correctional Facility (CTCF). Infirmaries provide post-hospital care, containment of contagious diseases, special testing, rehabilitation for accidents, strokes, or injuries, end-of-life care, and other treatment that does not need hospital admission. Other services provided through DOC facilities include pharmacy, laboratory, and x-ray. Health care services that are not available in DOC facilities are provided by contract. Emergency care is referred to local hospital districts. Customers for this program are offenders. Stakeholders are facility medical employees, local hospitals, and offender families.

The dental program offers basic on-site dental services to offenders, including intake exam, dental x-rays, treatment of dental emergencies, extractions, simple restorations, dentures, and preventive measures, as needed. Customers for this program are offenders. Stakeholders are the dental program employees.

Behavioral Health

The behavioral health programs encompass mental health, alcohol and drug services, and the sex offender treatment and monitoring program. Behavioral health manages offenders with mental health disorders, intellectual and developmental needs, substance use disorders and/or sexual offenses with treatment services such as individual and group therapy, psychiatric services, and crisis interventions. Upon arrival to the diagnostic intake unit, every offender is evaluated for potential services. Throughout the offender's incarceration, the mental health team monitors symptoms and behaviors and offers increased services, if needed. Offenders discharging to the community are linked to services through transition planning and follow-up with parole officers and mental health clinicians who work with the parole division. Customers for Behavioral Health are offenders. Stakeholders are employees, victims, the public, and offender families.

The alcohol and drug services program is designed to provide a continuum of care to offenders, including evaluation and treatment services. With treatment, offenders can begin and maintain their process of recovery from substance use disorders. The general assembly has recognized substance abuse as a major problem, contributing to the commission of crimes and a significant factor in recidivism. Substance use disorder assessment and treatment services in DOC are designed to comply with the directives of Colorado Revised Statute (CRS) 16-11.5-102 regarding substance use disorder in the criminal justice system. All facilities delivering treatment are licensed independently as treatment sites through the Department of Human Services, Office of Behavioral Health (OBH). All treatment services and curriculum are approved through OBH and delivered by licensed addiction counselors, certified addiction counselors or supervised counselors in training.

The Sex Offender Treatment and Monitoring Program (SOTMP) provides evaluation, treatment, and monitoring services to offenders who have been convicted of committing a sexual offense. The treatment program uses cognitive behavioral treatment groups and individual therapy to address factors associated with sexual recidivism. The program follows the standards and guidelines for sex offense specific treatment set by the Sex Offender Management Board. Treatment participants are assessed to determine their level of risk for committing another sexual offense and recommended to participate in a level of treatment based on their individual level of risk and needs.

Mental health program services are accessible at every correctional facility through crisis services provided 24 hours per day. Individual and group counseling are also available on site in the majority of the facilities, and psychiatric services are either on site or via video conferencing equipment. Mental health also has residential treatment programs (RTP) for offenders with mental illness and or a need for more intensive treatment due to self-injurious behavior patterns. Transition planning and continuity of care transpires for offenders leaving prison to establish effective support and treatment services when on parole in the community.

Adult Parole

Adult Parole encompasses a number of offender populations to include parole, parole intensive supervision program (ISP-P), community residential programs, inmate intensive supervision program (ISP-I), and interstate compact offenders.

ABOVE: Basic Training Graduation celebration.

LEFT: Offenders working on a sidewalk on the DWCF grounds.

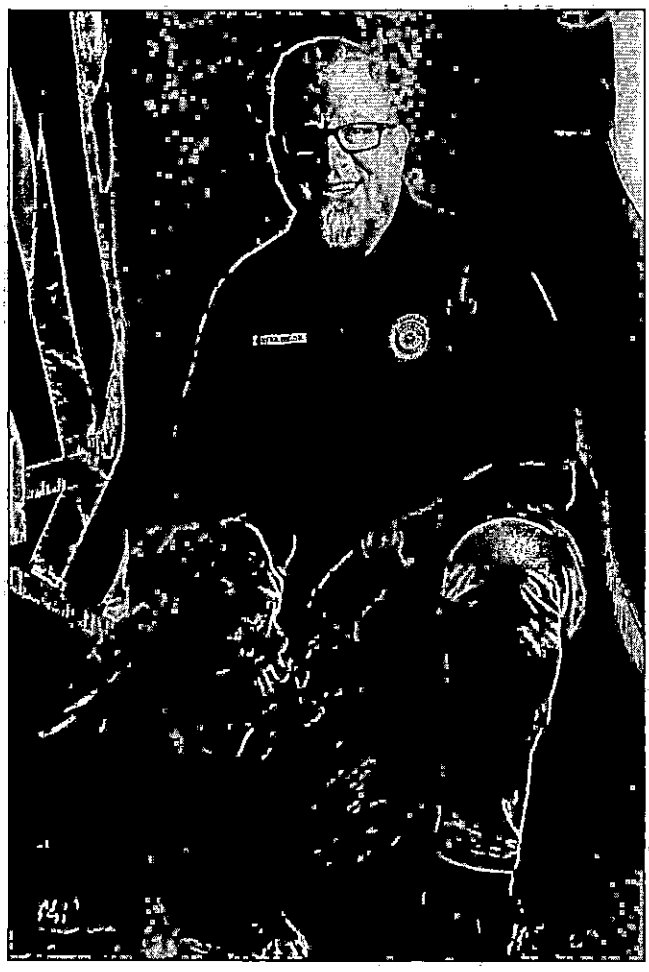
Additionally, the Division operates the community reentry and pre-release programs. Parole Community Reentry provides a continuum of behavioral and stabilization interventions to assist with reentry planning. This assessment-driven case management process starts inside of prisons and continues through parole. This area oversees pre-release specialists, community reentry specialists, community care case managers, the Work and Gain Education and Employment Skills (WAGEES) partnership, facility community parole officers and employment and training navigators. Customers for Adult Parole are offenders. Stakeholders include the Colorado State Board of Parole; community and faith-based organizations; programs and treatment agencies; victims; the public; and offenders' families.

Community parole officers (CPOs) supervise offenders in the community to ensure compliance with conditions of parole as ordered by the State Board of Parole. To support offender success, the CPO will use a variety of case management and treatment tools to engage the parolee in positive behavior change such as risk-needs assessment; office, home, and employment contacts; and treatment referrals. Supervision consists of motivational interviewing to encourage long-term behavior change through face-to-face contacts, home visits, employment verification, program compliance, and may include placement on various forms of electronic monitoring.

Adult Parole offender programs include many different resources focused on the successful reintegration of offenders into the community. Reentry begins in facilities through cognitive-based Pre-Release Program modules facilitated by pre-release specialists. The Pre-Release Program focuses on the development of practical skills through ten cognitive behavioral based curriculum modules: Identification, Housing, Employment, Transportation, Money Management, Education, Health & Life Skills, Family & Relationships, Victim Awareness & Restorative Justice, and Living Under Supervision, as well as the development of an individualized transition plan prior to their return to the community. These modules result in a transition plan with assistance from facility community parole officers. Coordination of high needs medical and mental health releases are staffed by community care case managers. These services continue into the community with on-going case management, transportation, housing, and employment services. This is accomplished through a large network of agency partners and community and faith-based organizations, including the WAGEES grant program.

Colorado Correctional Industries (CCi)

Colorado Correctional Industries operates over 50 business-like industries that create work opportunities for offenders in correctional facilities. Established as a division within the DOC in 1977, CCi's purpose, as defined in statute (CRS 17-24-101, Correctional Industries Act), includes providing employment to as many offenders as possible and training them in job skills that increase their employment prospects upon release. Being cash funded, CCi's programs are authorized to operate in a financially profitable basis. Some of the larger programs include a license plate factory, furniture factory, dairies, canine program, and a metal shop. Customers for this program include offenders, as well as other consumers of CCi products (to include state agencies and the public). Stakeholders are the legislature and private businesses.



Kevin Steenbergen, DOC Employee Chaplain, with his therapy dog Pebbles.

Facility Management Services

The Office of Facility Management Services (FMS) provides timely and cost-effective solutions supporting the operations, maintenance, and construction of Colorado correctional facilities. FMS is comprised of three budgeted sub-programs: FMS, Utilities, and Maintenance. Customers for this program are the offenders and employees. Stakeholders are the legislature, businesses bidding for and receiving contracted jobs, and affected cities/towns. FMS develops and submits funding requests for capital construction, controlled maintenance, and capital renewal projects that include new construction, expansions, and improvements to the physical plant. Repairs to and replacement of buildings and/or major building systems are also included. FMS monitors the work after requests are approved and appropriated through the programming, pre-design, design, construction phases, close-out, and post-construction warranty periods. FMS develops project requests, negotiates funding, and provides management and oversight on all emergency maintenance projects and Division of Risk Management insurance claims. FMS staff develop and oversee facility master planning, program planning, housing capacity and bed planning, infrastructure audits and assessments, energy management, regulatory agency reviews and approvals, in-house programming for security, communications and technical systems, procurement, contracts, leases, memorandums of understandings, interagency and intergovernmental agreements, field maintenance support, life safety program administration, DOC asbestos coordinator and hazardous materials support, American Correctional Association compliance and accreditation support, standards development, and State Buildings Programs representation and delegation.

Staff participating in the annual Polar Plunge to support Special Olympics Colorado.

Office of Human Resources (OHR)

This comprehensive employee-support program includes all human resources management for employees and individuals seeking employment. In serving approximately 6,200 classified positions, OHR consists of five units: Employment Services Unit, Systems and Records Unit, Corrections Training Academy, Employee Relations Unit, and the Employee Benefits Unit. The units are located in the Colorado Springs and Canon City regions.

The Office of Human Resources services include but are not limited to: staffing pattern

analysis and establishment; position classification, review, and creation; workforce networking; recruiting; job analysis; evaluation; talent acquisition; selection; hiring; on-boarding; personnel and position records creation and maintenance; personnel actions; personal services contracts; employee relations; dispute resolution; ADA/religious accommodation requests; unemployment; employee claims; employment litigation and hearings; rule interpretation; administration of State Personnel Board Rules and Personnel Director's Administrative Procedures; performance management; quality assurance; workforce wellness; salary distribution analysis; wellness initiatives; benefits administration; risk management; leave reporting; short-term disability; family medical leave; workers compensation; health, dental, and life insurance; PERA retirement; stakeholder, employee, and public consultation; employee development; and training of new hires and in-service employees. Customers and stakeholders for this program are employees and those seeking employment with DOC.

The Corrections Training Academy, located in Canon City, ensures current instruction and training is provided to employees at each facility/division of the Department. New hire, in-service, and annual refresher training is the Department's primary focus. Customers for this program are employees, volunteers, and private prisons. Stakeholders are employees, offenders and the public.

Executive Director Williams lifts ban on personalized mail to offenders.

Financial Services

Business Operations manages the buying and delivering of goods and services and the requesting, recording, and reporting of financial information. Services provided include: buying goods and services; reviewing department contracts; warehousing and distributing supplies; recording offender receipts and expenses; overseeing the state procurement card program; collecting offender restitution and child support; documenting revenues and collection of receivables and distribution; authorizing, documenting, tracking, approving, paying, and reporting expenses; documenting and tracking assets and liabilities; providing financial information to internal and external stakeholders; internal auditing to ensure internal controls are maintained and proper procedures are followed; preparing the annual budget request; and providing financial oversight to all facilities and subprograms. Customers for this program are victims, employees, and offenders. Stakeholders are the legislature and businesses.

Inspector General

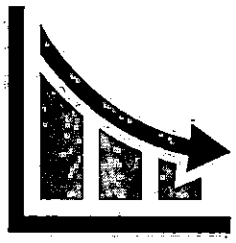
This office is the main contact for law enforcement issues within the Department of Corrections. The Office of the Inspector General (OIG) provides investigative support to DOC facilities, employees, offenders, law enforcement, and the public. OIG investigators are certified peace officers who are sworn to protect and serve the people of the state of Colorado by promoting public safety and the safety of DOC employees and offenders, protecting property, and enforcing the laws in Colorado. The OIG is responsible for such duties as investigating crime; enforcing the law; conducting criminal and professional standards investigations within its jurisdiction; collecting and processing evidence; reviewing complaints; and monitoring and researching intelligence information to improve the safety and security of offenders, employees, and visitors. Customers and stakeholders for this program are employees, law enforcement, the public, and offenders.

DEPARTMENT OF CORRECTIONS

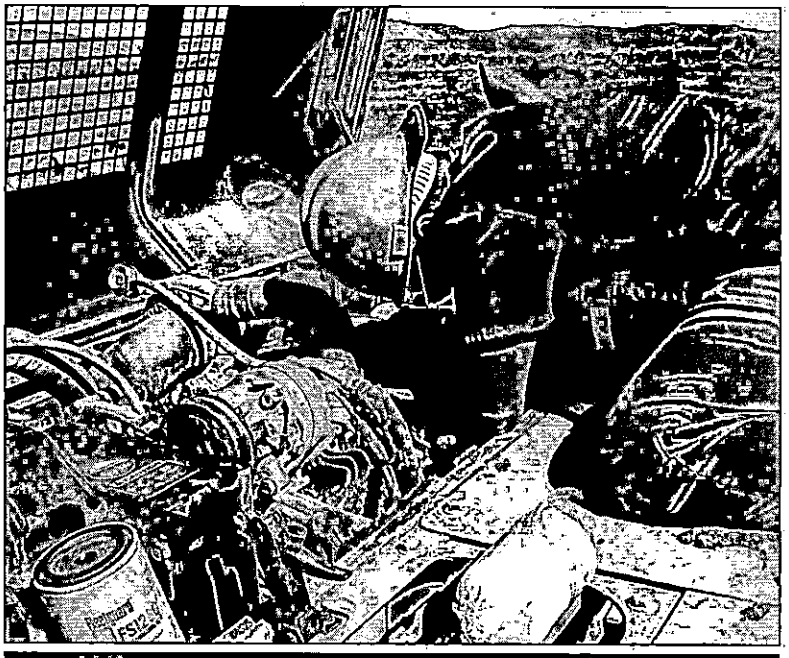
Wildly Important Goals (WIGs)

For fiscal year 2019-2020, the Department has chosen three WIGs, along with an initiative that supports one of the governor's Bold 4 on reducing the cost of healthcare. Two of the Department's WIGs continue to focus on providing resources necessary to help offenders and parolees succeed. The third goal is directed toward staff culture and retention.

WIG #1: Decrease the Recidivism Rate through Normalization of Prison



The Department will decrease the recidivism rate by establishing and implementing ten prison normalization principles by June 30, 2020. Recidivism is defined as returning to prison or offender status for new crimes or technical violations within three years of release. This definition is in compliance with the Association of State Correctional Administrators (ASCA). Because recidivism is based on three years of returns to prison or offender status, the benefits of normalizing prison will not be truly evident until the program is well established and the Department can track those releasing offenders for three years.



Offenders work to earn certificates toward Mechanics which will better equip them to secure gainful employment once released.

Decreasing the offender recidivism rate will improve overall community safety and defer general fund costs for incarcerating repeat offenders. Success in decreasing offender recidivism will be measured by ensuring releasing offenders have stable housing and support to avoid technical parole violation returns to prison and by establishing normalization principles in prisons to positively impact prison culture and help prepare offenders for successful release.

Strategy #1

Implementing normalization principles in prison means the DOC will create an atmosphere in prison that is as close as possible to normal life outside of prison. The DOC will focus on ten normalization principles in fiscal year 2020. One of those principles is called "Take TWO"; TWO stands for Transitional Work Opportunity. Take TWO relies on vetted employers hiring offenders while they are still incarcerated. Not only will the offenders gain valuable experience while still in prison, they will also make a decent salary. Making and saving money before releasing from prison will assist offenders with their responsibilities of living in the community after release. Other examples of normalization the DOC is researching are making prisons look more aesthet-

ically pleasing, using offenders to work with other offenders as mentors or to lead groups, and having offenders cook their own meals. It is expected that normalizing prison will make the transition to the community easier for offenders, which will have a positive impact on the recidivism rate.

Lead Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Number of normalization principles implemented	10	15
Number of facilities	20	20
Number of transitional work program employers	3	9
Number of offenders hired for transitional work program	35	120

Strategy #2

Research suggests that securing stable housing is crucial to successful re-entry and is a vital component to reducing recidivism. As part of the Department's goal of reducing recidivism, the DOC will enhance transition planning through in-reach efforts that assist offenders with establishing stable housing prior to their release. DOC multidisciplinary teams will work collaboratively with offenders and internal and external stakeholders to reduce barriers to stable housing.

Lead Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Percent of total parole population that paroles homeless from 1.6% to 1.4%	1.4%	1.0%
Monthly average number of offenders with homeless parole plans from 130 to 120	120	100
Percent of technical parole violation revocations from 1.9% to 1.6%	1.6%	1.4%

WIG #2: Increase the Percentage of Parolees who are Employed

The Department will increase the percentage of parolees who are employed by 2%, from 70% to 72%, by June 30, 2020. Employment is a critical factor in decreasing the probability of parolees returning to prison. Increasing offender and parolee referrals to community support organizations and second chance employers will assist offenders and parolees in gaining employment to promote successful community reintegration.

Lag Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Percent of employed parolees from 70% to 72%	72%	78%

Strategy #1

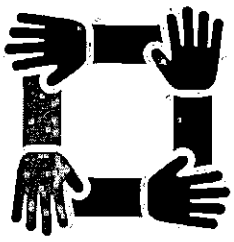
The Department relies on many partnerships to help offenders and parolees overcome barriers to becoming productive, law abiding citizens. Work and Gain Employment and Education Skills Program (WAGEES) was created to fund community support organizations that provide resources to offenders releasing from prison and those on parole. WAGEES provides numerous services such as assistance with: employment, to include clothing; obtaining an ID; transportation; housing; medical and mental health; and family therapy. Programs like WAGEES provide offenders and parolees aid so that the transition from prison to the community is not so overwhelming.

Lead Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Releasing offender referrals to WAGEES partners from facilities from 0 to 100	100	400
Parolee referrals to WAGEES partners from 1,452 to 1,800	1,800	2000

Strategy #2

The Department will work diligently with employers statewide to place screened offenders in jobs before they release into the community. Offenders will be interviewed by video or job fairs held at facilities. This collaboration provides customer service to community partners by supplying them with reliable labor, while also providing opportunities for offenders to gain employment before releasing from prison. Knowing they will have employment will provide offenders relief and one less obligation to worry about on parole.

Lead Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Number of offender interviews prior to release from prison from 473 to 600	600	1,000



WIG #3: Improve Culture within DOC and Decrease Labor Shortage

The Department will improve its culture and decrease its labor shortage by decreasing the staff turnover rate by 4%, from 24% to 20%, by June 30, 2020. Decreasing the staff turnover rate will have a significant impact on all objectives of the Department, none of which is more important than staff safety. Empowering the entire workforce an opportunity to submit ideas and suggestions will improve culture and enhance the DOC's work environment. Staff submissions will indicate retention components that may be compiled and provide a reporting mechanism and a better understanding on areas to focus on.

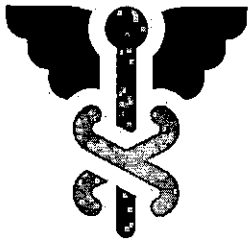
Lag Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Staff turnover rate	20%	12%

Strategy #1

The DOC will conduct a department-wide survey to solicit ideas and suggestions on engagement of staff by September 30, 2019. The dynamics of working in a prison are unlike most other professions. A survey is a valuable tool that will allow staff to voice their concerns. Staff need to be a part of the solution. By engaging staff, the Department expects to see higher retention and lower turnover rates. Satisfied staff are less likely to leave an organization.

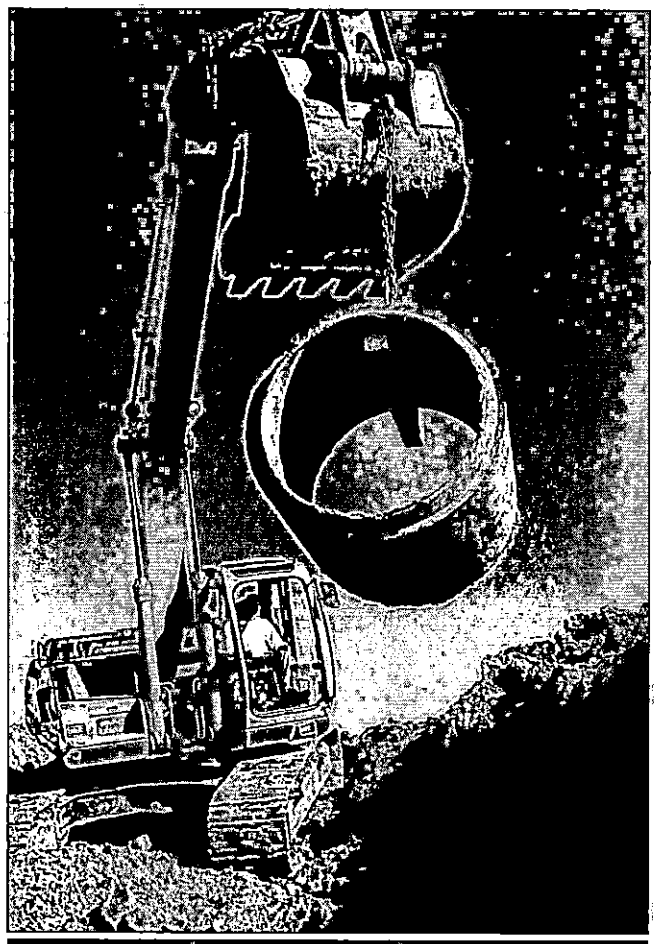
Strategy #2

Conducting a staff survey is only part of the solution. The Department will create multi-disciplinary work groups, state-wide, to review employee ideas from the survey and make recommendations to executive staff by January 2, 2020.



Governor's Bold Goal: Saving Coloradans Money on Healthcare

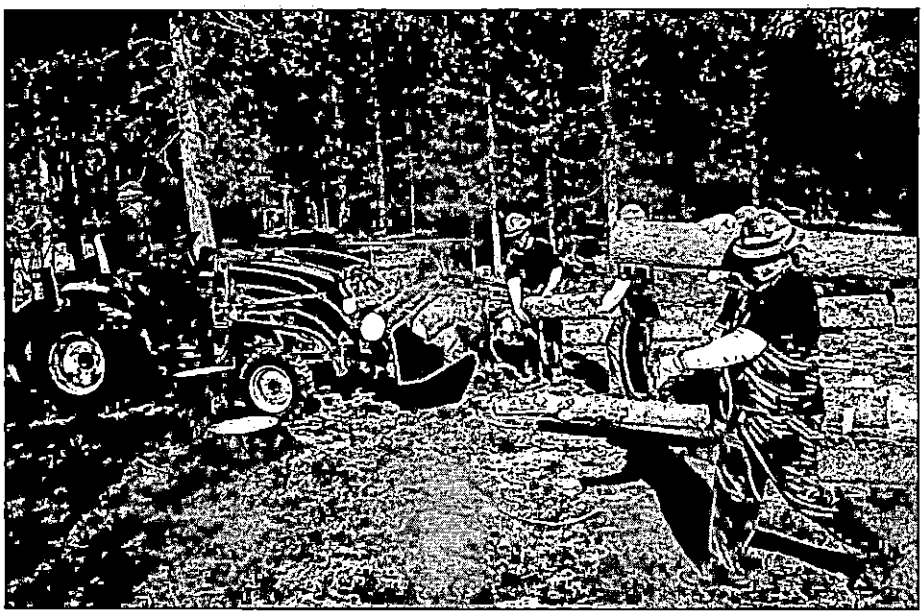
Agencies in Colorado have been tasked with finding solutions to four central issues named by the governor: Economy, Environment and Renewables, Health, and Education. The DOC is targeting lowering the cost of healthcare. Enhancing Department healthcare practices will improve the overall health of offenders and reduce general fund costs that are associated with offender healthcare. Lowering healthcare costs will be achieved by securing a pre-payment waiver that will scale down the funds spent by the Department on prescription drugs, educating offenders on chronic illness to promote healthy lifestyle changes, and concentrating efforts to decrease offender self-injurious behavior (SIB).



Offenders work to earn certificates toward Commercial Driver's Licenses which will better equip them to secure gainful employment once released.

Strategy #1

The Department will secure a pre-payment waiver for medication, in collaboration with the Department of Human Services (DHS), by January 31, 2020. It is widely known that the cost of prescription medications has increased at a rapid pace in recent years. The DOC and DHS are working together on a waiver that allows for pre-payment of medications, which will create a cost savings. Once the waiver is created, it will go to the state controller's office for review and approval.



State Wildland Inmate Fire Team (SWIFT) Trails and Reclamation crews work to improve State park trails, planting and fire mitigation projects during non-fire season.

Strategy #2

The Department will add two chronic care education classes offered to offenders by June 30, 2020. The DOC has witnessed an increase in offenders with circulatory system conditions and offenders affected by seizures. It is expected that education efforts regarding these offenders will create fewer instances that require unscheduled transports.

The DOC will educate offenders who are affected by circulatory system conditions to provide them with the education necessary to assist with controlling their illnesses. Education will focus on ways to reduce the symptoms of circulatory system diseases like eating healthier, exercising, and maintaining a healthy weight. It may also require the use of medication to keep symptoms in check.

Lead Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Percent of offenders participating in circulatory system education	40%	60%
Number of unscheduled transports from 186 to 179	179	172

The DOC will also offer education to offenders who are afflicted with seizures. Offenders who have a seizure condition may not know that there are ways to combat this condition or help reduce the impact of having a seizure. Education will focus on things like rest and sleep, a strict diet, and exercise.

Lead Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Percent of offenders participating in seizure education	40%	60%
Number of unscheduled transports from 35 to 33	33	31

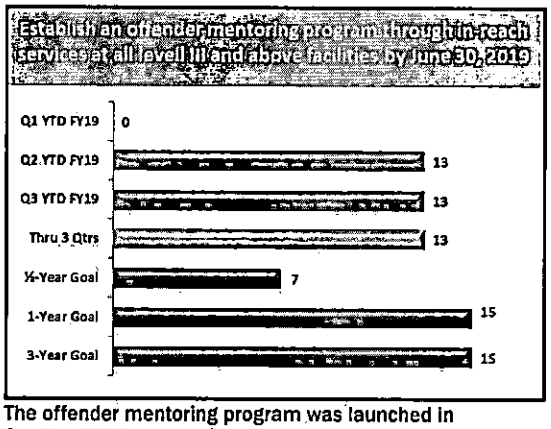
Strategy #3

Self-injurious behavior training will be implemented at all DOC facilities for mental health peer assistants. Mental health peer assistants are offenders who are utilized to help other offenders who may be struggling with thoughts of self-harm or other stressors. The SIB training will involve additional instruction. The Department will also pilot an acute treatment unit (ATU). The ATU will house offenders who are in the most need of mental health education and treatment for SIB. It is anticipated that instances of self-injurious behavior will decrease with these added measures.

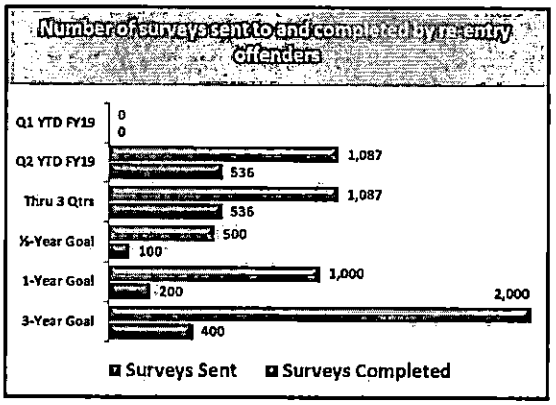
Lead Measure	1-Year Goal June 30, 2020	3-Year Goal June 30, 2022
Percentage of mental health peer assistants in SIB education	80%	100%
SIB events in ATU from 33 to 32	32	31
Number of unscheduled transports from 52 to 49	49	47

SUMMARY
Quarter 3 Evaluation for Fiscal Year 2019

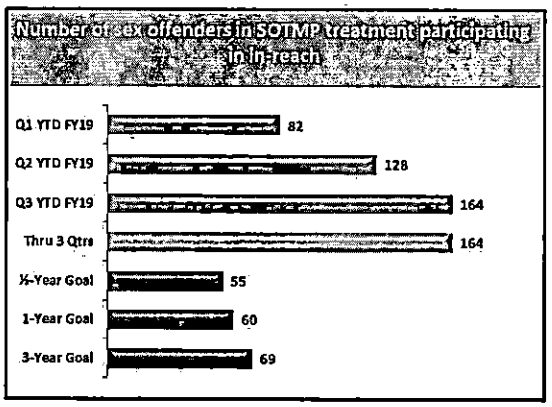
The Department selected five WIGs for FY19. These initiatives were selected to equip offenders with the necessary means to succeed after release to the community. March 31, 2019, data was reported for the measures used in the April evaluation. The full fiscal year evaluation will not be available until July 2019. The following is a breakdown through three quarters of FY19.

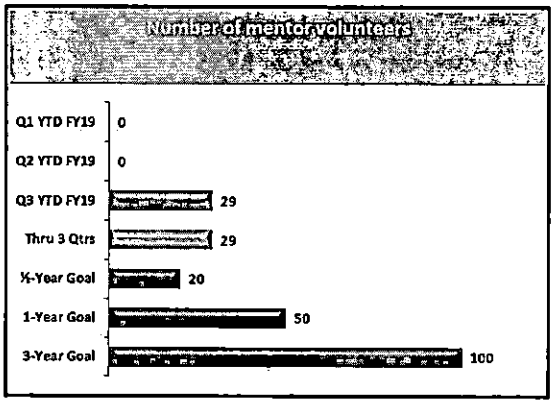


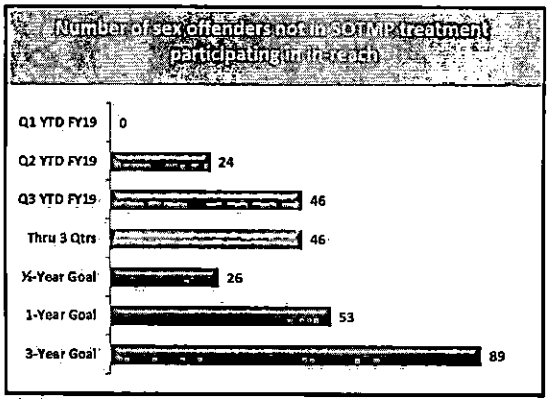
The offender mentoring program was launched in October 2018.



Surveys were sent in the 2nd quarter requesting input into the program. Almost 50% were completed and returned.





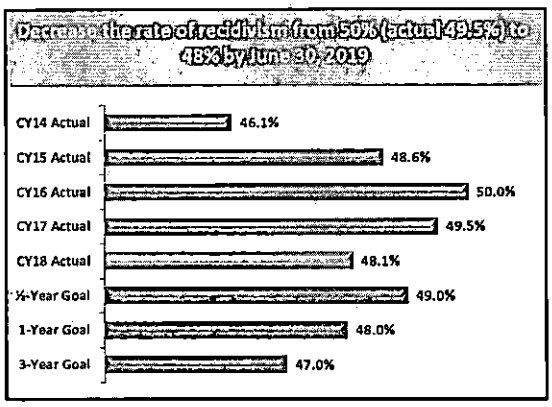


Establish an Offender Mentoring Program Through In-Reach Services at All Level III and Above Facilities

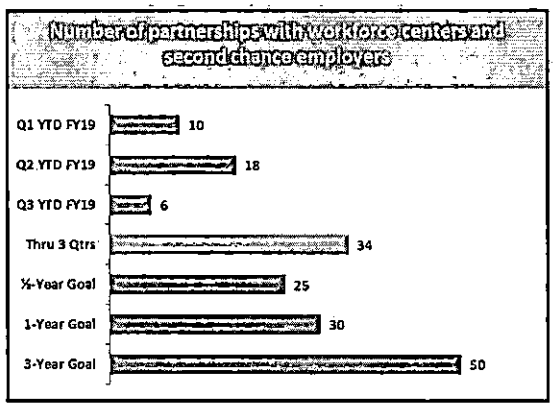
The Department continues to focus on offenders who will be releasing from prison to provide important guidance in their transition from prison to the community. This initiative utilizes mentors to educate releasing offenders on the dynamics of once again being in the public. Along with this, the DOC surveyed re-entry offenders to help formulate best practices in the program.

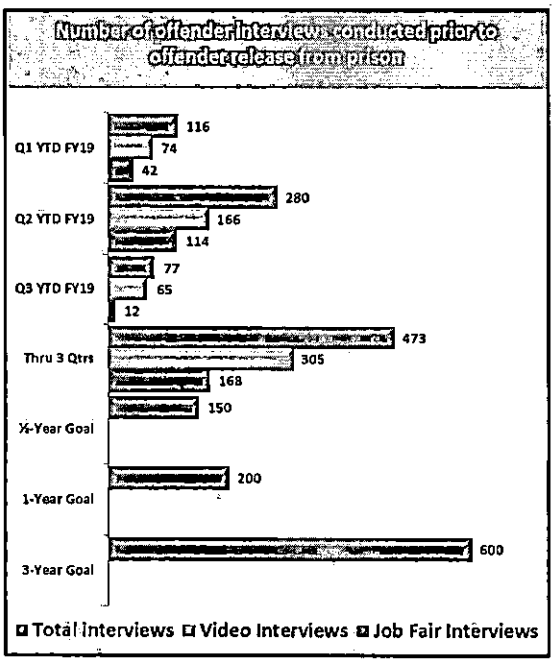
Decrease the Recidivism Rate

Decreasing recidivism is, perhaps, the most important goal of the Department. Given the fact that most offenders will one day be released from prison, it is imperative to equip them with the tools necessary to succeed in life after incarceration. Two major factors affecting parolee success are employment and housing. Without these vital necessities, parolees face a considerable challenge in overcoming obstacles.

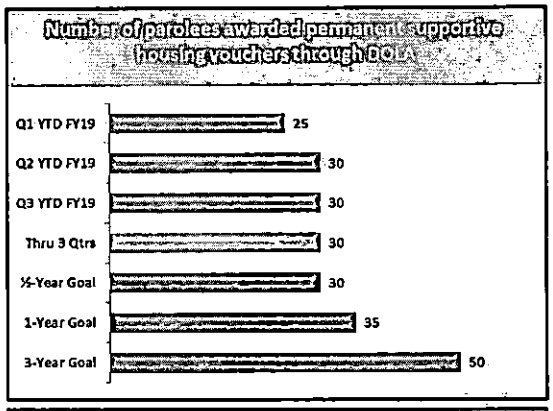


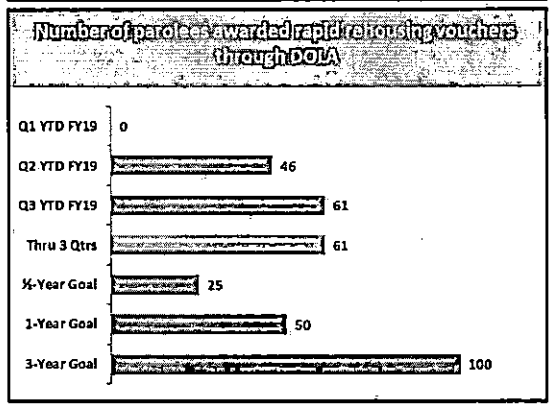
Recidivism is reported on a calendar year basis. The DOC's recidivism rate has dropped for the last two years.

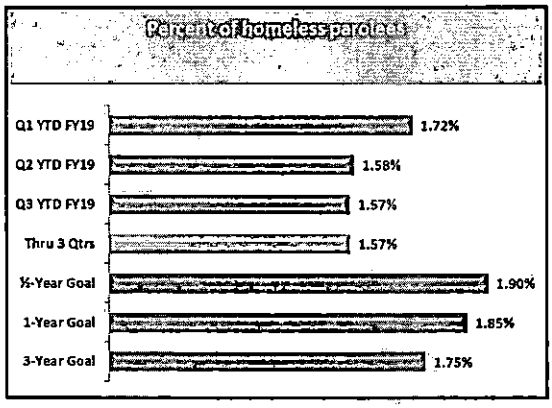


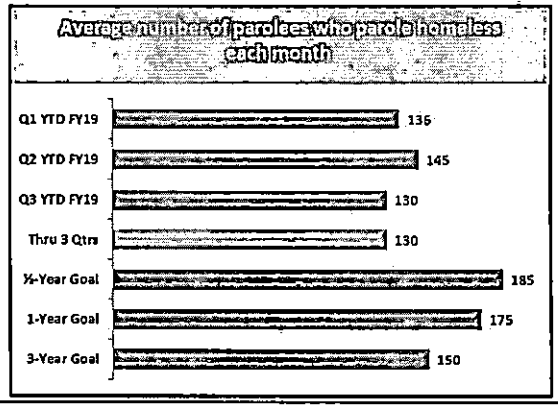


Goals for ½, 1, and 3 years reflect total number of interviews. Recently, quarterly data was separated out to show video and job fair interviews.



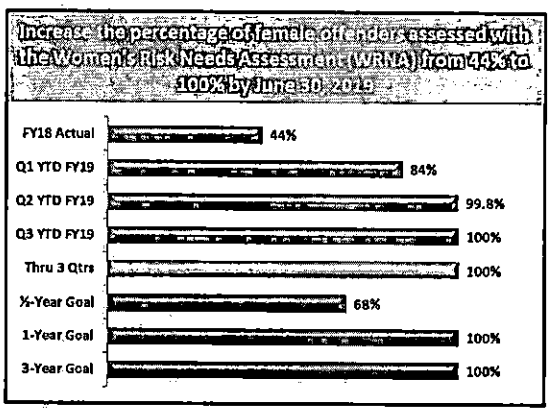


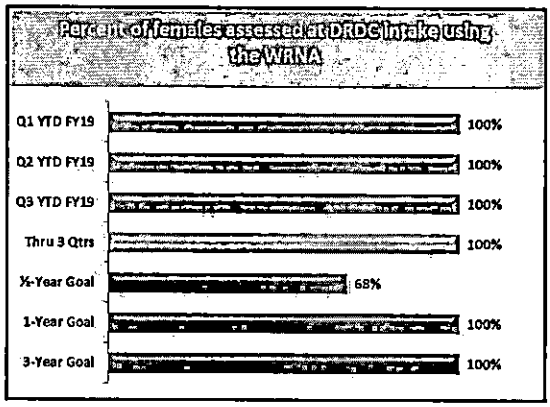


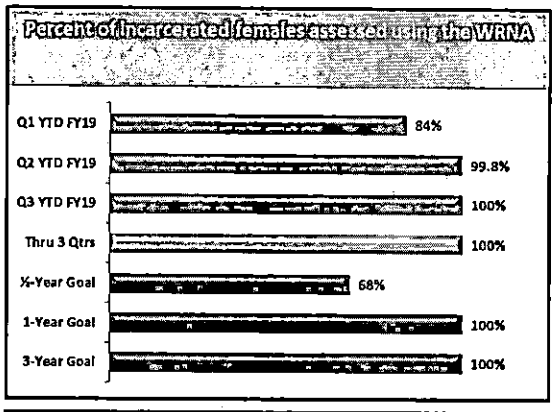


Increase the Percentage of Female Offenders Assessed with the Women's Risk Needs Assessment (WRNA)

The WRNA is an assessment tool that was developed for the specific risks and needs of female offenders. Previously, male and female offenders were assessed using the same tool, not accounting for the unique traits of each gender.

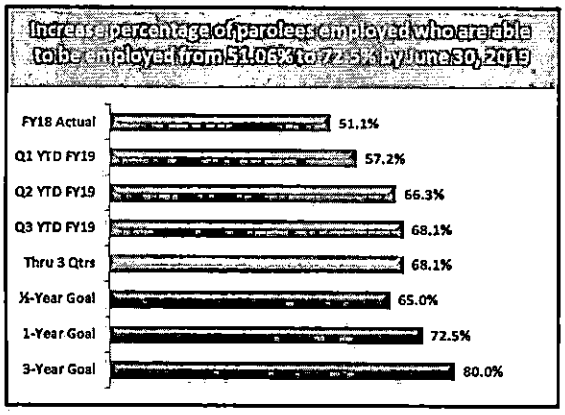


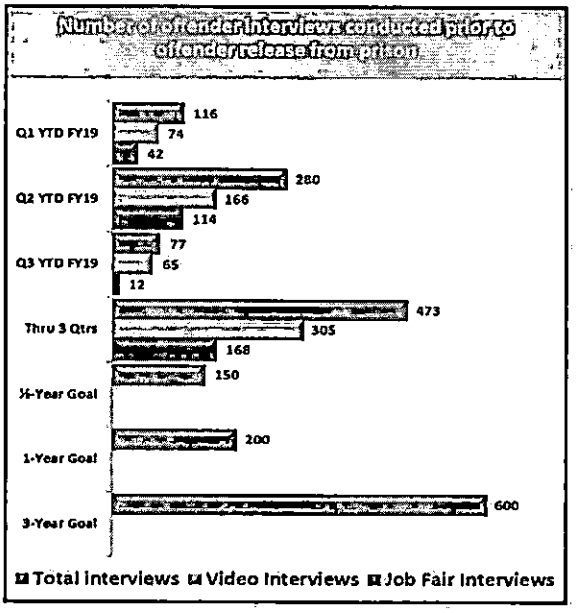




Increase the Percentage of Parolees Employed who are Able to be Employed

Parolee employment is one of the most critical components of parole. Without employment, the pressure of all of the other the demands of parole, such as housing, medical, transportation, and treatment are escalated.

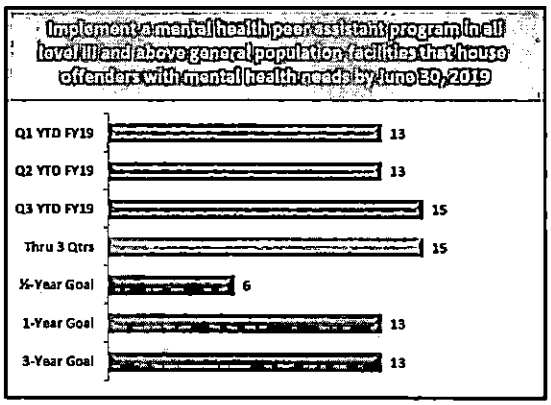


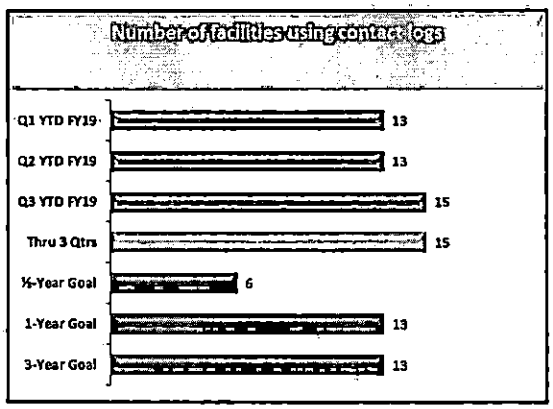


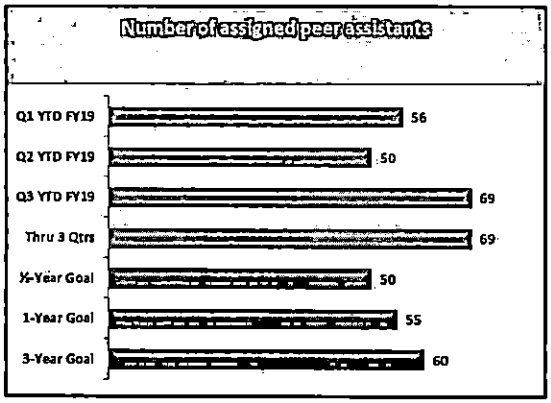
Goals for ½, 1, and 3 years reflect total number of interviews. Recently, quarterly data was separated out to show video and job fair interviews.

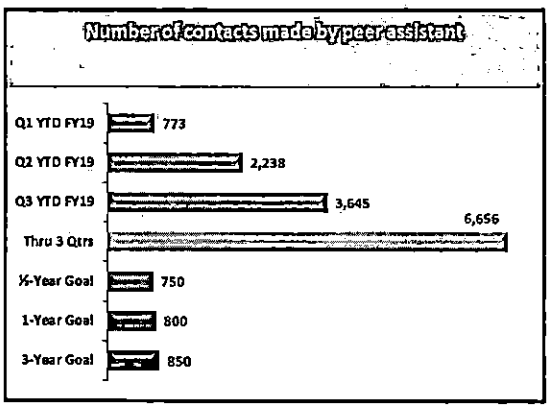
Implement a Mental Health Peer Assistant Program

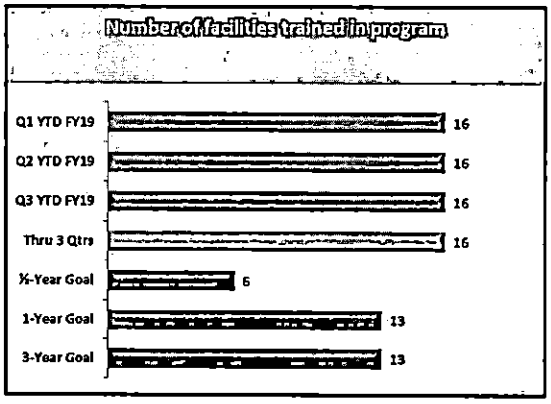
The DOC implemented an innovative program where offenders are trained to be peer assistants to other offenders. Peer assistants help other offenders who may be struggling with thoughts of self-harm or other stressors. DOC staff are involved in these situations, but they allow the peer assistants to provide positive peer support.

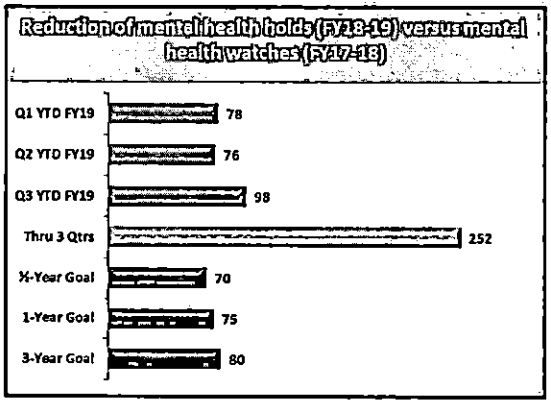












SWIFT crews assist with hand crew support in fighting wildland fires within Colorado.

All SWIFT offenders are red card certified.

DEPARTMENT OF CORRECTIONS
Process Improvement

The Department continues to promote process improvement throughout the workplace. It also understands the importance of having staff engaged in the solutions to the issues seen at work. The DOC has several process improvement events taking place throughout the Department.

- An event was held to establish procedures to ensure that offenders release from prison with their prescribed medications. This has been an ongoing project, but it has seen great progress and will continue to be monitored.

- An event was held to problem-solve issues related to the supplemental security income (SSI) process for offenders. Many offenders release without completing an application. The policy tied to this was revised, and pertinent staff were made aware of revisions. Staff training is also being implemented.

- The DOC and the Office of Information Technology (OIT) have been working together to fix program data that was found to be incorrect. This is an ongoing project.

- There are other smaller events that are being worked on. All submitted ideas are vetted to determine if a process improvement event is practical for solution.

Staff member prepares to talk with potentional applicants about employment opportunities in the DOC.